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RESEARCH ARTICLE

# Impact of Non-Financial Incentives on Employee Motivation

## *"A Case of Telecommunication Sectors of Afghanistan"*

*Safiullah Khalilzai[1]*, Mujeeb Ur Rahman Habib[2], Misbahuddin Noori[3]*

*1 Department of Commerce, Faculty of Economics, Nangarhar University Jalalabad, Afghanistan.*
*2 Department of Banking and Finance, Faculty of Economics, Nangarhar University Jalalabad, Afghanistan.*
*3 Department of Commerce, Faculty of Economics, Nangarhar University Jalalabad, Afghanistan.*

**ABSTRACT**

Employee are the basic and important sources for the success and failure of the organization. Therefore, it is the point of concern for the management to motivate their employee in both ways that is financially and non-financially. This research is design to show the impact of non-financial factors such as promotion, recognition, career development, and decision making on employee motivation. Where the four non-financial factors are considers exogenous variables and employee motivation is endogenous variables.75 respondent were selected from 5 telecommunication sectors of Afghanistan Jalalabad region. And data are collected through primary source by distributing questionnaire to the respondent. Data are analyzed through SPSS software, by testing reliability of questionnaire, descriptive statistics, correlation, and multiple linear regression to test the impact of independent variable on dependent variable. The finding indicate that all the variables are perfectly and positively correlated and significant with each other. As per as multiple linear regression is concern overall model is significant at Prob > F = 0.0458. The individual effect of each variable is also significant and has positive relationship such is promotion has positive and significant relationship with employee motivation, which is the highest among other variable in the model. Career opportunity, decision making and recognition are the remaining explanatory variables in current study that has positive and significant relationship with employee motivation.

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## Introduction

Motivation can be defined as both internal and external environmental forces that stimulate most of the people's attention and vigor to perform activities relevant to their job and task in order to achieve goals. (Malik et al., 2011). The Psychological part of motivation effects a person's internal mental status and relates to the behavior of an individual's direction, commitment, strength and so on. Moreover, its managerial parts effects mangers and leaders' performances especially in stimulating others to perform their actions to attain desired goals (Tayo et al., 2018). researchers found duo forms of motivation as intrinsic and extrinsic in which managers try to inspire their employees with monetary or non-monetary rewards along with decision making and career opportunity, while the employees may encourage themselves by looking for a suitable job that could fulfill their desires and requirements (Armstrong, 1988). Motivation is one of the key factors for gaining the organization's strategic objectives and overall success. It is essential for every organization regardless of sector, size, or industry to acquire stimulated employees in order to accomplished higher organizational output and efficiency in their performances. Employees, who are motivated are likely to be determinant, innovative, and competent as well as work enthusiastic which resulting in the higher level of loyalty, and retention. In contrast, employees who are demotivated are less likely to put efforts in their work performances which may cause employee

**Corresponding Author:*
Email: Safiullah.safi1979@gmail.com (***Khalilzai S***)
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turnover which supports expressively to the growth and development of the organization. Today's big challenge for organization is how to keep employees motivated. Researchers have found that rewards can play significant role in keeping employees motivated. The inferences of the studies shows that it not only motivates the employees, but also clarify the success of organization strategically. Thus, rewards, recognition and other motivational factors are important for employees and success of organization. Moreover, monetary, and non-monetary rewards and compensations can play significant role in attractions of others to join the specific organization and perform their tasks with higher efforts. (Gerhart & Milkovich, 1989) elaborated in their articles that growth in the salary of employees is not only be determined by promotion, but also seeking opportunity for taking responsibility by the employees. (Milkovich & Newman, 1993). So, employees getting more job promotion would not only means higher earnings, but also decrease organizational turnover. Stumpf and Dawley (1981), found in their research a negative relation between promotion and employees' turnover. They also mentioned that promotion can stimulate employees to be retained in the organization for a long period of time that cause reduction in turnover and support the organization.

Recognition is an important factor of motivation for employees of organization. It is a certain position or status given to the employees for the purpose of motivation. It evaluates and specifies the work of employees and describes the appreciation and rewards systems in return of his/her work performances. Spector (1985), who developed Job Satisfaction Survey measured recognition through recognition satisfaction item of his survey. A question "When I do a good job, I receive the recognition for it that I should receive" was asked with five Likert scale with ranges from the strongly agree to strongly disagree with reverse coding.

The most prominent aspect of defining the content of work in management is decision-making which is one of the most challenging and important function of management. The people responsible for decision making are the precious role player in the organization whose decision-making process are primarily dependent on their skills, knowledge, experience, and value regarding the specific decision. A clever decision making identifies organizations with quality management. The essence of the decision by Majtán (2001, p. 75), "Problem" defines decision-making situations, while "choosing the best option among the variants" is its main function. Organ & Bateman (1991), defines decision making is the process where a problem is diagnosed through developing alternatives and choosing the best alternatives among available multiple set of alternatives. Ivancevich & Matteson (1987), described effectiveness of managers through the quality of decisions they make.

Motivation and decision making are mutually influencing and are interdependent. Motivation plays an important role in the process of decision making. While decision making is process in which the decision maker is internally and externally effected by motivation. Motivation may affect directly or indirectly effect the stages of decision making, while the tools of motivation may positively influence the level of employees such as specific motivational ceremonies. Motivational programs structures/systems are internal constituents of organization which are kept secretly in organizations. The program depends on the understanding the situation and vision of the organization, in which a manager can play an essential role for his/her staff based on evaluation, remuneration and overall career of an employee.

A career development is a career plan that achieved by a person as a result of personal change (Baroroh, 2016). A career development is required for organization to manage its human resources effectively and efficiently. It is important for employees to consider their career development since they join the organization, while the company may play its role by providing the employees with the opportunities for career development. The company should act more as compare to employee by him/herself, because of the facilities and resources which are much required for career development. Employees with the opportunities of career development are more likely motivated and satisfied with their jobs, and even affect their job performances in contrast with the employees who are not either provided the opportunities or not able to utilize the opportunities are less likely motivated and not satisfied with their jobs, resulting with their lower work performances. Thus, organizations must be more considered about the career development of employees in order to improve their performances that results the development of organization.

## Research Gap

Ant and Joy (2015), define promotion and decision making in their research study as a variable that need further investigation and recommended that these factors can be tested further while considering the factors of

motivation. Tayo et al. (2018) mentioned in their research study that recognition of employees can be tested further considering the performances of employees. Despite, multiple studies have elaborated the impact of reward system on employees' motivation in different sectors in the past, while there is still scarcity of research studies conducted in the telecommunication sectors of Afghanistan which study the non-financial factors such as recognition, promotion, career opportunity and even decision making. In order to fill the research gap regarding the specific issue, the non-financial factors "recognition, promotion, career development and decision making" and its impact on employee motivation. A case of Telecommunication sectors of Afghanistan is the main consideration of this study.

## Research Questions:

1: How does promotion influence the motivation of employees?

2: Is there any relationship between recognition and employee's motivation?

3: Does decision making influence the employee motivation?

4: Is there any relationship between career opportunity and employee motivation?

## Research Objectives:

1: To explore the relationship between recognition and employee motivation.

2: To show the influence of promotion on employee motivation.

3: To identify the influence of decision making on employee motivation.

4: To show the relationship between career opportunity and employee motivation

## Literature Review

### Promotion and employee motivation

Promotion is the improvement of an employees or work force from present position to next upward position. That is an improvement of an employee in a field to greater position, compared to past one. When a promotion is gained, the responsibility increases; which results in higher achievements, status, demand proficiency; and as well as, wages, salaries and other allowances increase. Employees with promotion have higher authority and responsibility. Shortly, promotion is the process of assigning an employee to higher position. For job promotion there are many indicators, calls loyalty, achievements, and qualification. In an organization, promotion is most useful method of internal dynamic of employees. In the opinion of Gupta (2011), promotion relates to higher position, higher responsibilities, high status, and high salary. An employee upward movement in the hierarchy of the organization is called promotion. Promotion is the process of rewarding of employees with better performance and motivating them for higher achievements. Promotion is considered as an external reward. Promotion plays a significant role in an employee's life and career, which can motivate him for better performance. The talent of employees will improve through promotion by performing a task more efficiently and effectively. Employees will receive long term satisfaction through promotion. This can be happened if an employee is assigned to a higher position with higher accountability and responsibility considering employee's hard work, attitude, and time period that he works in the organization. Employees should be rewarded regarding their interest, so that management's trust is gained and get their delegation and responsibility. Gerhart & Milkovich (1989), elaborated in their studies that Promotion is an opportunity for learning and acquiring higher responsibility not just salary increment over time (Milkovich & Newman, 1993). Hence, promotion doesn't only affect the employees in term of salary and wages surge, but will also encourage them to stay in the organization for a long period of time. Stumpf and Dawley (1981), found in their research a negative relation between promotion and employees' turnover. Khan et al. (1964) describe in their research study that employees are mostly looking for scores such as stable employment, job security, opportunity for promotions and suitable rewards and compensation from their work. Outcome is considered the first and foremost requirement of the organization, while promotion comes near after outcome in sense of motivation for employees which is also reasoned that it leads to increasing employee movement. Promotions are used as a sign of ability of the employees within the firm (Forbes & Wertheim, 1995). Armstrong (2001), elaborated in his study that employees expect their performances is lead to the achievement of a certain goals are being motivated and rewarded through which they accomplish their needs.

Macey et al. (2009) described in their study that employees are given multiple promotions in their workplace based on appraisal system are motivated by the organization. Employees mostly consider promotion opportunities significant for their career development and life improvement, while promotions can be affected by the other job characteristics such as responsibilities etc.… A research study was conducted by Khan et al. (2010) in commercial banks of Kohat, Pakistan in which the role of reward in motivating employees was analyzed. In this study they focus on the identification of effect of benefits and compensation, promotion, and recognition of employee motivation. The sample size was 67 male and female employees of commercial bank of Kohat Pakistan. The inferences of the study is that employee motivation is greatly affected by promotion among the most other variables. Wan et al. (2012) found in their study that promotion has positive effect on employee motivation, if it is done fairly in the organization and would affect employees' loyalty and commitment.

**H1: Promotion has significant relationship with employee motivation.**

**Recognition and employee motivation**

Recognition is defined as the efforts and dedication of employees consistently within the organization. Employees are being motivated and stimulated through intrinsic rewards as appreciation and recognition which are important for the performances of employees (Sternberg et al., 2016). Recognition is assumed by employees as valuable function which is developing their career. Through recognition employees boost up their morale and are struggling to improve their productivity for the organization. It is also important for employees in order to play their role as catalyst for success and development of employees' performance and organization. Once employees are recognized and satisfied from the organization, employees become more loyal to the organization.

Grawitch et al (2006), mentioned in their study that for the achievement of an employee performance recognition is not only exclusive, but it can help and focus on employee contribution and efforts. Bosco (2014), has done a research study on recognition in which he found that recognition can improve the performances of employees, as it is the most effective non-monetary intrinsic reward given to the employees in the organization in order to appreciate their all efforts towards organizational goals.

A research study was done by Danish and Usman (2010), in Pakistan on private sector employees which concluded that employee's work motivation is positively affected by rewards and recognition. Similarly, another research conducted by Manzoor (2012), concludes that employee motivation is significantly affected by recognition. For instance, when an employee reaches a certain age and has at least one year of service with the organization is entitled to a pension by the organization. This type of recognition helps and support employees retained in the organization until retirement. The behavior of managers is different, some of the managers prefer to command of order their employees for performing and activity rather than providing them support and recognition. Which may result the employees feel frustrated and demotivated. And even they may feel that their loyalty and hard work is barely appreciated. It may negatively affect the employee in a sense of not having a spirit of doing a job and vice versa a high spirits tend to inspire productivity, creativity, and overall satisfaction. Hence, recognition supports the contribution of the worker and a good way to boost the spirit and is a valuable response to the spirit of employees. The forms of recognition in public sector are in various forms such as, Federal and State Medals, Excellent Service Medal, Excellent Service Award, Public Servants Staff Bonus, Long Service Award and so on. The purpose of these types of recognitions is to enhance the competence of the performance, productivity, and innovation of public servants in order to create the spirit of higher performances and goals achievement among the public servants. Thus, all these various types of recognition programs are important for the organization in order to increase motivation among employees which may cause improvement in the productivity of the employees and in overall the organization.

Danish et al. (2010). In their research study found that recognition and rewards can boosts up the morale of employees and can create a linkage between motivation and performance of employees. The main aim of rewards and recognition program is to motivate employees based on their performances with the specific system to pay and communicate it with the employees which is ultimately leads to employees' job satisfaction. Gruneberg (1979), cited job satisfaction from Lock research in his research study that job satisfaction a positive emotional status showed by an employee as a result of performance appraisal of his/her job experience. The rewards given to the employees for the sake of their job satisfaction and motivation are in in the forms of financial rewards, pay and

benefits, promotions, and incentives, but in order to keep motivated and satisfied the committed employees, recognition and appreciation must be given to them. Baron (1983), has done research in which he argued that employees' working capacity and performance can be higher when organization recognize and acknowledge them in terms of their identification. According to most of the experts Recognition is the highest need nowadays, whereas a reward which includes all the monetary and compensative benefits cannot be the sole motivator for employees' motivation. When employees' needs are completed, they are fully motivated. When employees get an unexpected increase in recognition, praise and pay, their level of motivation increases (La Motta, 1995). Employees in today's dynamic environment are highly motivated and they serve as a synergy for accomplishment of company's goals, business plans, high efficiency, growth, and performance. When the organizational workforce has not a good relationship pattern, motivation is required. The relationship between employees and with their supervisor is a key ingredient of the inner strength of the organization, for which a strong leadership is required that positively affect job satisfaction of employees (Morris, 2004). The study relates how incentives, rewards and recognition programs impacts the employee motivation within the organization.

**H2: Recognition has a significant and positive effect on employee motivation.**

**Decision-making and employee motivation**

Both Decision making and motivation are mutually used for influencing. Decision making affects internal and external motivation for decision making. Motivation has direct impact result of the decision. And vice versa, in each state of decision making has direct or indirect impact on motivation and employee motivational levels can be positively influenced by motivational tools. For instance, a proper motivational program should be applied. Motivational program is an internal factor for an organization and should keep secret. The work should be based on the situation understanding like organization, human resources, and company vision. The staff of a manager may be motivated by evaluating, remunerating in different form, planning their career etc.

Ivancevich, and Matteson, (1990) indicates in their study that decision making and motivation has a significant relationship. Majtan (2001), also said that employee's motivation and decision making has close and positive relationship.

Ismail et al. (2023) shows that leader's support has a positive influence on job motivation and commitment of the organization, this relationship is mediating with organizational commitment. This study focusses that employee's commitment to an organization is heavily inspired by leader support, and so is job motivation. Ogu. (2024), discovered that participation of employees in decision making process are highly satisfied with their job and has higher organizational commitment. This study also mentioned that participation of employees make trust and a sense of ownership, which improve morale of the employees.

**Transformational Leadership**

Transformational leadership improve expectation by inspiring and motivation employees and sharing vision with them and bringing change and innovation. This leadership style has positive impact on organizational commitment and performances of the employees. Such as, research by Soakarso et al. (2010) said that transformational leaders improve employees' performances by motivating followers' self-interest for success of the organization.

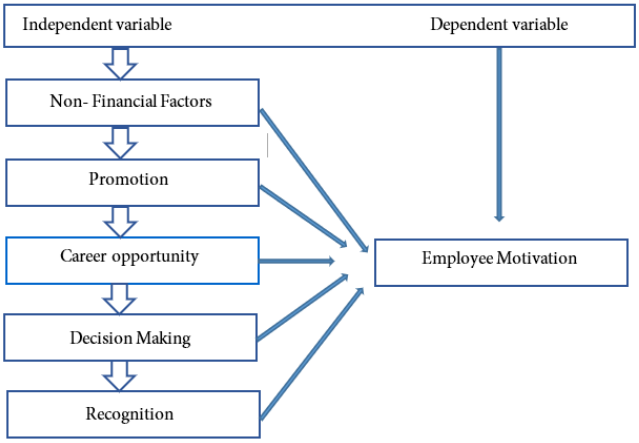
**Transactional Leadership**

Transactional Leadership considers reward and punishment strategies to improve efficiency and employee's performance. This leadership style may not influence innovation as much as transformational leadership does. Afshari (2020), mentioned that for the development of the organizational commitment both leadership styles, transformational and transactional are important in different contexts.

Habanik et al. (2020) "in their research study impact of managerial decision making on employee motivation" where decision making is exogenous variable and employee motivation were Endogenous variable and conclude that managerial decision making has positive and significant relationship with employee motivation. They further argue that employee got motivation when they are considered in decision making. Furthermore, a research study conducts by Addai (2013), "employee involvement in decision making and worker motivation" also show significant relationship between employee decision making involvement and worker motivation. Based on this study it is concluded that decision making has significant effect with employee motivation.

**H3: Decision making has significant effect of employee motivation.**

**Table 1:**




**Career Development and employee motivation**

Alwi (2001), stated that the main key for individuals to success is realize the idea, competence, mastery of information, technology and mastery of foreign languages is the new paradigm of the career system in the organization.

Simamora (2018), described career is a sequence of activities that is related to the work of employees. The system of career development is designed in the organization for the purpose to match the goals and desires of employees with the available career opportunities within the organization in both present and future.

Zhou et al. (2024) elaborated in their study the relationship of career decision making self-efficacy and employability, emotional intelligence among senior vocational students. At the result of the study, it is found that career decision making self-efficacy had a significant positive effect on employ ability, while this relationship was mediated by emotional intelligence. It means that in order to enhance employability self-efficacy must be fostered in career decision making.

Oduma's (2014), conducted a research study which is stated at the result that employee performance is affected by career development. It is important for employees to plan their career path primarily while entering the organization for the first time, due to certain reasons that a company is only providing facilities and information to employees for their career goals and achievements. For instance, a specific requirement for a position which may cause employees career development.

Wirana et al. (2024) found in their research study that employees' performance is positively and significantly affected by competence and work motivation while career development is a mediating variable at this relationship. This study focuses on the career development opportunities which is not only improve employees work performances and skills, but also attract them to be motivated for their performances.

**H4: Career opportunity has a positive effect on employee motivation.**

**Conceptual Frame Work**

## Research Methodology

Quantitative research method was used to achieve the aim of the research. The dependent variable is employee motivation while independent variable is non-financial reward that is measure through promotion, recognition, decision making, and career opportunity. Employees who work in telecommunication sectors of Afghanistan comprised the population of current study approximately 92 employees. Total five sectors have been selected in telecommunication sectors Jalalabad region with a sample of 75 respondent who were selected through Yamani (1967) formula at 5% 0.05 margin of error. Primary source of data was used by distribution Likert scaled questionnaire namely a scale that contains five levels of preference for answers with alternative answers to respondent, which is collect directly by researcher in their concern branches and places. SPSS program was used to analysis data with correlation, multiple linear regression, and coefficient of determination.

## Reliability of the Questionnaire

**Table 2: Reliability of the Questionnaire**

| Cronbach's Alpha | N of Items |
|---|---|
| **.811** | 12 |

The value of Cronbach's Alpha is .811 are shown in table 2. Total 75 respondent were fill the questionnaire and number of items are 12 indicate that the items are reliable. After reliability test, the questionnaire is distributed to the employee of telecommunication sectors who were include in sample.

## Data Analysis and Result

Since the aim of the study is to show the impact of non-financial factors on employee motivation of

telecommunication sectors of Afghanistan the collected data has been analysis through SPSS software.

## Characteristics of Respondents

Descriptive data collected from responded will explain in this segment. Employee were respondents in this study who fill out the questionnaire. The data is presented in tabular form based on Age, gender, and education.

Table 3. Characteristics of Respondents by Gender

| | | frequency | percent | Cumulative Percent |
|---|---|---|---|---|
| **Valid** | men | 62 | 82.66 | 82.66 |
| | women | 13 | 17.33 | 100.0 |
| | Total | 75 | 100.0 | |

Based on table 3. Data obtained that out of 75 respondents, most respondents were male with 62 employees (82.66%) and women with 13 employees (17.33%). From the total of all respondents used.

**Table 4. Characteristics of Respondents Based on Last Education**

| | frequency | percent | cumulative percent |
|---|---|---|---|
| **Graduate** | 75 | 100.0 | 100.0 |

Base on graduation result show in table 4 that 100% of respondent among all 75 members were graduate from university.

Table 5. Characteristics of Respondents by Age

| | | frequency | percent | cumulative percent |
|---|---|---|---|---|
| **Valid** | 20 to 25 YEARS | 10 | 13.33 | 13.33 |
| | 25 to 35 YEARS | 40 | 53.33 | 66.66 |
| | 35 to 45 YEARS | 15 | 20 | 86.66 |
| | ≥ 46 YEARS OLD | 10 | 13.33 | 100.0 |
| | Total | 75 | 100.0 | |

As per as the data obtain from 75 respondent most of the employees who respondent to questionnaire were in the age of 25- 35 that is 40%. Employee from 20 -25 were 13.33 %. From 35 to 45 years total respondent are 20% and above 45 are 13.33%. as shown by Table 5.

## Correlation

| | Motivation | Career opportunity | Decision making | Promotion Recognition |
|---|---|---|---|---|
| **Motivation** | 1 | .25** | .39** | .50** .41** |
| **Career opportunity** | | 1 | .42** | .59** .27** |
| **Decision making** | | | 1 | .50** .29** |
| **Promotion** | | | | 1 .31** |
| **Recognition** | | | | 1 |

**Correlation is significant at the 0.01 level (2-tailed).**

The correlation between motivation and career opportunity is r =.25 indicate positive but weak relationship and the result is significant at $p < 0.01$ level. Explain that beside career opportunity there may other factors that influence motivation. Similarly, decision making and motivation has $r = .39$ and $p < 0.01$ correlation result show significant and positive relationship with each other. The result suggests moderately stronger correlation between decision making and motivation as compare to career opportunity and motivation. The correlation between promotion and motivation is positive at r = .50 and significant at P< 0.01. Among all the other variable include in the model promotion has strong positive correlation with employee motivation. Suggest that employees are more motivated when they got promotion in their organization. The correlation between recognition and employee motivation is positive at r = .41 and significant at P< 0.01. The correlation among the

independent variable is also positive that is career opportunity and decision making has r = .42, decision making and promotion has r =.50, and promotion and recognition has r = .31.

## Multiple Linear Regression

Multiple linear regression analysis was used in the current study and data were analyzed through SPSS software. To show that is there any relationship between dependent and independent variable. And if the relationship is existed what that relationship might be positive or negative.

Table 5. Multiple Linear Regression

| | Standardized Coefficients | | Unstandardized Coefficients | | |
|---|---|---|---|---|---|
| **Model** | **B** | **std. Error** | **Betas** | **t** | **Sig.** |
| **Career opportunity** | ,428 | , 117 | ,320 | 3,658 | ,000 |
| **Decision making** | ,564 | , 194 | ,255 | 2,907 | ,009 |
| **Promotion** | ,739 | .199 | .407 | 3.713 | .000 |
| **Recognition** | ,610 | ,195 | ,401 | 3.128 | .001 |
| (Constant) | -4.232 | 5.752 | | -.677 | .330 |
| Adjusted R square = .543 | | | Prob > F = 0.0458 | | |

## Over all model

The Prob > F = 0.0458 show that over all model is significant which is less than 0, 05 so alternative hypothesis is accepted. Means that at least one of the independent variables has significant impact on dependent variable. Adjusted R square value is .543 suggest that 54.3 % change come in employee motivation through the independent variable that is include in model which is career opportunity, decision making, recognition and promotion while other 45.7 % change occurred due to other factors that is not included in the model. Now we were look for individual effect of each independent variable on dependent variable.

## Individual Coefficient

Constant -4.232 indicate that if the variables include in the model that is promotion, decision making, recognition and career opportunity consider to be constant then employee motivation will increase -4.232. the coefficient of career opportunity is .428 indicate the ratio of 1: .428 means that every time one unit increased in career opportunity employee motivation led to increased .428. And the relationship is significant at 0.000. Similarly, the coefficient value of decision making is .564 shows that if one unit increase in decision making will bring .564 positive change in employee motivation and the p value is 0.09 indicate an insignificant relationship between decision making and employee motivation. Promotion has .739 coefficient value means every time change come in promotion will bring positive change in employee motivation and the ratio is 1: .739 and the relationship between promotion and employee motivation is statistically significant at 0,000/ meanwhile the coefficient value of recognition is .610 specify that one unit increase in recognition will bring .610 units change in employee motivation and the P value is 0.001 show a significant relationship between the two variables.

## Discussion

As per as hypothesis testing is concern the overall model is significant at Prob > F = 0.0458 it means that overall, the model is significant and we can reject the null hypothesis that is no relationship between independent variable and dependent variable. And give us an indication that at least one of the independent variables has significant relationship with dependent variable. So now we are going to check the individual effect of each independent variable on dependent variable for which we construct four hypotheses. Base on the output of testing the first hypothesis that the current research show that promotion has significant and positive relationship with employee motivation, this hypothesis result is aligned with previous research of Dawley (1981), which explain a significant relationship between promotion and motivation. Through promotion employee feel satisfied that lead towards motivation. Promotion is the only non-monetary reward that led toward the monetary rewards that is increased in salary as employee got promotion. As per as the result of testing the second hypothesis recognition has positive and significant result with employee motivation, this result is in line with Manzoor (2012), that conclude significant and positive relationship between recognition and employee motivation. Employee who are more likely to recognize in the organization will be more motivated towards their goals and task. For testing third hypothesis that the decision making has significant relationship with employee motivation current result also show significant and positive relationship between the two variables, this

result is in line with Majtán (2001) and Ismail et al. (2023) that show positive and significant relationship with employee motivation and decision making. Better decision making by top management is one of the important factors that boost the motivation of employees in the organization. For testing the fourth hypothesis the existing study display that career opportunity has significant and positive relationship between with employee motivation, this result is in line with Zhou et al. (2023) who also suggest a significant and positive relationship between career development and motivation. They suggest that employees who has more career opportunity in the organization likely to be more motivated and satisfy towards achieving the organization long term strategic objective.

## Conclusion

Beside financial factors non-financial factors can also boost employee satisfaction while determining employee motivation through non-financial factors it can be concluded that promotion, career opportunity, decision making and recognition are very essential factors. Employee promotion can increase employee motivation because promotion can give the opportunity to received high salary and benefit through which the employee got satisfaction which is the main dimension of motivation. Recognition can also increase employee satisfaction and motivation because employee feel that their suggestion and opinion being consider in the organization and management can give wattage to the employee opinion and suggestion. Management is the key authority while taking decision regarding organization betterment. Right decision in right time is the crucial function of top management, decision regarding organization activities and employees can also have direct effect on employee performance, sound decision can boost the satisfaction level of employee and got motivated. Career development is also the dream of every employee, and wish to improve their education and experience level. Companies can take various way to improve the career development of their employees If employee feel that their career are developed organization their satisfaction level increased which has direct relationship with employee motivation.

It can be concluded that beside the financial factors non-financial factors that was the main investigation of this research such is promotion, career opportunity, decision making, and recognition can also play an important role in employee motivation. As per the result of regression and correlation and the research questions and hypothesis developed for current study conclude that promotion, recognition, decision making and career opportunity all has positive and significant relationship with employee motivation.

## Recommendation

Base on the result it can be recommended that organizations and specially telecommunication sectors beside financial factors that is salary, bonus and increment can pay their attention towards non- financial factors. Among other factors include in the study promotion can be consider the main factors that the employees are given wattage to promotion.

Sound decision of top management can also boost the motivation level of employees so it can be recommended that top management could include their employee in decision making and can get their opinion regarding those decision that is related to employees

Management can give special consideration to the employee recognition and their career development, once employee feel that their work is recognized in organization, they become satisfied and motivated.

For further research it can be recommended that one can include more variables such is work environment and can extend the research to other sectors in Afghanistan such is Banking, university, and Manufacturing.

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